

NEWS BRIEFS

and Technology, who recognized them for their highly innovative, unique, and comprehensive study titled *The Effects of Vegetation on LOS for Dismounted Infantry*.

Prediction of line-of-sight (LOS) conditions is an essential part of understanding the battlefield. Consequently, in August 1997, the Army M&S Office provided funding for a study that would result in a better understanding of LOS in vegetated areas and enable a more accurate depiction of dismounted infantry engagement in combat simulations.

The study identifies representative worldwide vegetative density zones, verifies and validates typical LOS within each, predicts LOS performance by providing analysts a standard algorithm to yield accurate LOS in varied vegetation densities, and provides recommendations on how to improve simulation of LOS in vegetation areas for combat models.

New GPS-Based Hydrographic Navigation System

A new global positioning system (GPS)-based hydrographic navigation system has been developed that eliminates tidal uncertainties of hydrographic surveys in coastal areas. The Real-Time Kinematic GPS Tides system was developed at the U.S. Army Corps of Engineers' (COE) Topographic Engineering Center

(TEC), Alexandria, VA. Initially implemented in the Saint Mary's Entrance Channel in the Jacksonville, FL, COE District, this system is the only technique approved for use in contract dredging operations in the channel. TEC is pursuing a patent for this dredging technology.

System inventor Brian Shannon is licensed both as a professional engineer and a land surveyor in the Commonwealth of Virginia. He holds a B.S. degree in civil engineering from Old Dominion University.

TEC's Brown Receives Patent

The U.S. Patent and Trademark Office recently granted a patent to Roger O. Brown, an employee at the U.S. Army Corps of Engineers' Topographic Engineering Center (TEC). Brown received the patent for his invention titled *Method for Rigorous Reshaping of Stereo Imagery with Digital Photogrammetric Workstation*. This method allows a more rigorous stereo imagery sensor model to be handled with a simpler mathematical model of aerial vertical frame photography. It can be used by a larger user group and provides better exploitation of stereoscopic data.

A physical scientist at TEC, Brown has a wide range of experience in the research, development, test, and evaluation of soft-copy mapping methods with digital imagery and terrain data.

BOOKS

PM 101: According to the Olde Curmudgeon

By Francis K. Webster Jr.,
Project Management Institute, 2000

**Reviewed by LTC Kenneth H. Rose (USA, Ret.),
Tidewater-Richmond Area Manager for WPI in Hampton,
VA, and former member of the Army Acquisition Corps.**

Among the many project management books currently available, few provide a concise, practical summary that serves both beginners and old hands. *PM 101: According to the Olde Curmudgeon* is a new addition to the literature that does just that.

PM 101 arises from a series of articles originally published in *PM Network* that have been expanded and improved throughout time. The book addresses defining and planning projects as well as essential project management skills. *PM 102*, a follow-on book due out in 2001, will address areas of scheduling, resources, cost, risk, reporting, and control.

Webster's down-to-earth style speaks directly to those who must get things done. Throughout the book, he presents examples from the Mars Pathfinder Project that show how concepts apply in the real world.

The book begins by differentiating projects from other modes of work. A discussion of modern project management follows that explains how today's methodologies differ from previous practice or other forms of management. A concise summary of the nine project

management knowledge areas in the *PMBOK® Guide*, which is now recognized as a U.S. national standard, concludes this section of the book.

Webster defines three dimensions of managing a project: technical, leadership, and administrative. He addresses each fully in separate chapters. Technical skills are important, especially in smaller projects where the project manager (PM) may have a significant technical performance role. As projects become larger, responsibilities expand and leadership and administrative skills become more important.

Scope management receives complete coverage that includes initiation, planning, definition, verification, and change control. Webster suggests that a good way to deal with uncertainty is to conduct a scope review at the end of each project phase. Good scope management will result in fewer disputes, higher customer satisfaction, and reduced PM stress.

Discussion of the work breakdown structure logically leads to a comprehensive review of network diagramming that includes essential conventions for graphics, notations, and computations. Webster transitions smoothly to planning techniques, misconceptions, and best practices.

PM 101 is an introduction to basic concepts. It will not make a PM from scratch. It provides a firm foundation that will serve well in professional growth. For more experienced individuals, it provides a benchmark and a view of the forest for those who may have become too closely focused on the trees.

This book is available for \$34.95 from Project Management Institute at <http://www.pmibookstore.org>.

The Project 50 (Reinventing Work): Fifty Ways to Transform Every "Task" Into a Project That Matters!

By Thomas J. Peters, Alfred A. Knopf,
New York 1999

Reviewed by LTC John Lesko (U.S. Army Reserve), Senior Analyst and Group Facilitator with ANSER, a public service research institute in Arlington, VA. Lesko is a frequent contributor to Army AL&T and a member of the Army Acquisition Corps.

Tom Peters' influence in managerial circles is legendary. During the late 1970s and early 1980s, in collaboration with Robert Waterman and Nancy Austin, he co-authored two books: *In Search of Excellence* and *A Passion for Excellence*. These books offered plenty of "how-to" advice to business managers wrestling with global competitors who were either outproducing or beating us in manufacturing quality automobiles and/or electronic appliances. These works also sparked discussion among senior Defense officials who, in the wake of the Vietnam conflict yet much before Desert Storm, were looking to emulate America's "business best practices." *Liberation Management: Necessary Disorganization for the Nanosecond Nineties*, *The Tom Peters Seminar*, *The Pursuit of Wow!*, and *The Circle of Innovation: You Can't Shrink Your Way to Greatness* followed these best sellers and rounded out the 1990s.

Today, the prolific Tom Peters offers the *Reinventing Work* series to kick off the 21st century. Reading *Project 50* is an excellent way for acquisition professionals to learn about what some have called a manifesto for today's white-collar revolution. With the advent of the Internet, knowledge management, business-to-business transactions, and other forms of electronic commerce, today's project management environment is truly changing. Members of the Army Acquisition Workforce will benefit from reading Tom Peters' latest work if only to stay current on what seems to be today's emerging best practices and management buzz.

Peters breaks a Wow Project into four stages: *create*, *sell*, *implementation*, and *exit*. Along the way, the reader can choose from a list of 50 ideas. The number of ideas is not equally divided by stage. In fact, the greatest number of ideas is found under the creative stage of project management. As for the structure of this book, each chapter lists a new idea. The "nub" of each idea is presented in clear, straightforward language. True-to-life examples from a number of industries and firms illustrate each point. "Things to do" (TTD) are located at the end of each chapter.

A sample of best practices or TTDs that this reviewer finds particularly appropriate for the acquisition community includes:

"Always volunteer to be the (1) note-taker, (2) the to-do list creator/manager, (3) the meeting organizer. Nobody wants these jobs – and yet they turn you, instantly, into [a] de facto project manager."

"Invite three freaks – a freaky customer, a quirky academic researcher, a miscellaneous cool-freak person in your Rolodex – to evaluate the revolutionary aspects of your project."

"Create your own ... Wow Project Web site ... Invite one or two local 'web gurus' to lunch to review your project plan and give you (bold-unflinching) Web input."

"Live ... eat ... sleep ... breathe: prototype! ... A culture of rapid prototyping is the ultimate marker of any innovative organization."

Readers of *Project 50* will learn new tricks—or at least gain a new perspective—as they follow Peters' suggestions and steer their programs, projects, and tasks along the pathway to "Wow-ness." And since Wow Projects are defined as those that the project team will brag about 5 years from now, what better metric for acquisition professionals working to transform today's Army into tomorrow's pre-eminent land force.

More reserved or conservative managers may choose other business references for their professional libraries. However, project managers who see to shake up mundane assignments—and there are plenty of such assignments in the military—will find many original, easy-to-implement ideas in this guide. *Project 50* is a timely and useful work in the era of transformation. Add this title to your must-read list today.

CONFERENCES

Aviation Materiel And Logistics Transformation Symposium

The Army Aviation Association of America and the U.S. Army Aviation and Missile Command will cosponsor the annual Joseph P. Cribbins Product Support Symposium on Feb. 21-23, 2001. The theme of this year's symposium is Aviation Materiel and Logistics Transformation.

The purpose of the Product Support Symposium is to stimulate dialogue among industry executives, senior government officials, and military leaders regarding how Army aviation will contribute to achieving the Army's transformation in the areas of materiel acquisition and logistics. The symposium will focus on emerging insights into sustaining, modernizing, and retiring the Army's aviation fleet.

For further information regarding the symposium, contact Kim Daniel of AEPCO Inc. at (256) 464-9191, or e-mail daniel_kimberly@aepco.com.